



Quarterly Report
INDONESIA: SUPPORTING PARTIES, CIVIL SOCIETY ORGANIZATIONS AND
THE DEMOCRATIC TRANSITION PROCESS
USAID Cooperative Agreement No. 497-G-00-00-00033-00
January 1-March 31, 2001

I. SUMMARY

In the fall of 2000, the National Democratic Institute for International Affairs (NDI) reassessed its programs to fit the needs of a post-election Indonesia. While NDI is still working with political parties, parties in the legislature and civil society organizations, NDI has refined its objectives and expanded political party and civil society programs to include seminars, consultations, and workshops at the provincial and district levels.

Because political parties are staple components to democracy, NDI works to promote the consolidation and development of democratic political parties. This quarter, NDI initiated a regional training program for provincial level political party members designed to address specific needs and interests of each participating party. NDI also sent out invitations to the second Political Leadership Academy (PLA) for young political party leaders scheduled for May 2001. The Academy alumni are becoming quite active in recruiting party members for the second PLA, since the event elevated their status within their parties.

Since a viable and transparent legislature is important to democratic development, NDI works with political parties in the legislative environment to promote ethical, democratic and effective practices. In February, NDI held a strategic planning workshop for 15 leaders of the Women's Political Caucus to focus on how the Caucus can best set goals and priorities, develop a workplan, secure necessary resources, and conduct future activities. Also in February, the Institute conducted the second phase of the constituency relations program with the *Love the Nation Party* (PDKB) fraction. Building on NDI's first-round activity with the fraction in June 2000, the workshop addressed improving communications through the mass media and reviewed the party's constituency relations strategy and "lessons learned" since the last workshop. In addition to these workshops, the Institute initiated follow-up consultations with People's Representative Assembly (DPR) Commission VII on how to run more effective commissions and continued its work with the DPR on establishing a working Code of Ethics and Rules of Procedure. Finally, at the DPR's request, NDI also provided comparative information on executive-legislative relations.

NDI also works with civil society organizations to support public advocacy and NGO management efforts. In February, NDI and Kelola, an organization that advocates for the rights of coastal fishing communities, organized a workshop on NGO Management and Sustainability, which highlighted such issues organizational governance, management, fundraising, financial accountability, human resources, leadership and decision-making. Also in February, NDI finalized its formal relationship with Bina Swadaya, an Indonesian community development organization with offices nationwide, by signing a Memorandum of Understanding (MOU) and establishing a subgrant arrangement. Following the signing of the agreement, NDI and Bina Swadaya co-sponsored an Executive Level Advocacy Workshop. The conference focused on such advocacy areas as: advocacy and new information technology, coalition building and networking; lobbying at the DPR and DPRD levels; and organizational competencies for advocacy. NDI and Bina Swadaya have also worked together to plan assessments for a regional advocacy training-of-trainers (TOT) in four provinces: East Kalimantan, Riau, North Sulawesi, and West Java.

Independent of its work with Bina Swadaya, NDI is also planning a Certificate Program in NGO Management in partnership with the University of Indonesia (UI). This two-week course, currently scheduled for June 2001, will teach organizational, financial, human resource, and governance management to NGO members, officers, and activists. Finally, this quarter, NDI continued to support the *Coalition to Reform the Draft Law on Foundations*, as it altered its techniques for advocating for changes in the draft law on foundations.

II. BACKGROUND

Current Indonesian efforts to create a new democratic system present an historic opportunity for meaningful political reform. Following the resignation of former President Soeharto in May 1998, there was broad agreement that a more democratic political system would have to be established and a government with popular legitimacy formed to address the country's grave social and economic difficulties. Virtually overnight, discussion about democracy and reform moved to the center stage.

On June 7, 1999, Indonesia conducted its first open, competitive elections in 44 years, marking another step away from its recent autocratic past toward a new era of democratic transformation. In polling stations spread across thousands of islands, more than 85 percent of the archipelago's 116 million registered voters defied predictions of election-day unrest to cast their ballots for the national and provincial legislatures, and district assemblies.

In October 1999, the People's Consultative Assembly (MPR) elected a new president and vice president, Abdurrahman Wahid and Megawati Sukarnoputri, in the most democratic and peaceful transfer of executive power in Indonesia's history. The establishment of a legitimate government through these elections and the formation of a new cabinet at the end of the month heralded a new era of democratic consolidation in the country. Now there is broad agreement that efforts toward a more democratic political system must continue in order to address the country's social and economic problems.

Yet democratization in Indonesia continues to face many challenges. During the more than three decades of President Soeharto's leadership, Indonesian society was systematically

de-politicized. Political organizing was restricted to that associated with the three officially recognized political parties, whose leadership was approved by the government, and political intimidation and media censorship were the norm. In addition, while Indonesia has undergone a dramatic change in leadership and while the majority of Indonesians supported the 1999 election process and the broad call for political reforms, the extent to which certain sectors of the New Order, power-holding elite – including perhaps significant portions of the bureaucracy, the military and Golkar – have actually accepted the concept of democratic governance and all of its implications still remains unclear.

Thus, little more than one year after assuming office, Abdurrahman Wahid's presidency is impaired. He has faced continued criticism for poor managerial skills and for a perceived inability to put an end to the regional unrest and violence. At the end of January, the DPR censured Wahid for his alleged role in the Bulogate and Bruneigate corruption scandals and sent him a memorandum indicating its plans to hold him accountable for those actions. Wahid's relationship with the DPR, where his political rivals *Partai Demokrasi Indonesia-Perjuangan* (PDI-P) and Golkar control the vast majority of seats, has deteriorated significantly. While this conflict in part reflects the legislature's attempt to assert itself in national politics after 40 years of political marginalization, the increasing tension between the two branches of government has contributed to an atmosphere of political uncertainty.

Previous NDI Programs in Indonesia

NDI's current work builds directly on previous program activities and relationships in Indonesia. NDI began work in Indonesia in early 1996 with funds from the National Endowment for Democracy (NED).

In 1996 the Institute began assisting the Independent Election Monitoring Committee (*Komite Independen Pemantau Pemilu -- KIPP*), the country's first formal independent election monitoring organization. With NDI assistance, KIPP monitored the May 1997 legislative elections and thereby established an important precedent for domestic election monitoring and organized citizen involvement in the political process.

In early 1998, using NED funds, NDI initiated a partnership with the Center for Security and Peace Studies (CSPS) at Gadjah Mada University in Yogyakarta to promote dialogue about pluralism and democracy among young civilian and military leaders. The program brought together participants from Gadjah Mada University and the National Military Academy (AKMIL) in Magelang to discuss transition issues and the role of the military in a democracy.

Shortly after Soeharto's resignation, NDI rapidly initiated activities to respond to specific needs and requests for assistance in advancing the transition process. In early June, an NDI team provided guidance to reform movement leaders and assessed the political environment to inform the Institute's post-Soeharto programming. In July 1998, using NED funds, the Institute worked with the University of Indonesia to organize an international conference on transition elections and political reform. Later that year, using separate NED funds, NDI brought party activists from six countries to Jakarta to discuss ways to encourage the development of democratic political parties throughout Asia, with a particular focus on Indonesia. Representatives from 12 Indonesian parties participated in the program. Also using NED funds, NDI established a

permanent presence in Jakarta in July 1998. The grant from USAID on September 30 (effective as of September 21) enabled NDI to substantially increase its presence in country and the scope of its democratic development programs. With this grant, NDI supported domestic election monitors, the promotion of dialogue among political actors and political party development. After the June 1999 election, this program's goals changed to meet the needs of a post-election political transition. Thus, the program worked to promote political party consolidation and organization, parties in the legislature and civil society advocacy.

Objectives:

NDI's current work builds directly on previous program activities and relationships in Indonesia. The objectives of NDI's presence in Indonesia are:

- To assist political and civil society leaders to encourage informed public debate and advocacy on issues critical to the success of the democratic transition;
- To support the constructive involvement of civil society in the ongoing transition process and strengthen the ability of civil society groups to work effectively within the new political environment;
- To strengthen the ability of political parties to actively and effectively participate in a democratic, multiparty political environment; and,
- To increase the ability of political parties and individual DPR members to play a meaningful role in public debate, policy development, allocation of public resources and government oversight and to conduct legislative affairs in an ethical, responsive and transparent manner.

III. PROGRAM ACTIVITIES

A. *Strengthening Political Parties*

1. Regional Training Program in East Kalimantan

From February 23 to 28, NDI held the first series of Regional Training Programs (RTP), in Samarinda, East Kalimantan. The first two-day workshop was held for Golkar, followed by *Partai Kebangkitan Bangsa* (PKB) and *Partai Amanat Nasional* (PAN). Each party sent between 25 and 35 participants from various districts around the province. The workshops were conducted in an active learning environment, and small group work, role-play and facilitated discussions made up the bulk of the agenda. Hikmat Hardono, an experienced organizer from the Center for Student and Community Development (CSCD) in Yogyakarta, facilitated the three workshops and NDI Senior Program Officer for Political Parties-Indonesia, Tibor Vidos, acted as resource person, providing comparative input as well as summarizing the lessons learned at the end of each program module.

NDI designed each workshop to address specific needs and interests of each party. The topics covered included: parties and democratic institutions (GOLKAR, PAN); issue, image and

message development (GOLKAR, PKB, PAN); campaign planning (GOLKAR, PKB, PAN); fundraising (GOLKAR, PKB, PAN); media training (PKB, PAN); and leadership and membership management (PAN). The content and emphasis on the topics varied from party to party in line with previously agreed training goals.

2. Support to Political Leadership Academy (PLA) Alumni

NDI assisted the multi-partisan PLA Alumni Association, formed during the closing session of the NDI-sponsored Academy held in November 2000, to organize a meeting of alumni living in Jakarta and Bandung. Through its regional training activities, NDI is assisting party activists in Jakarta to publicize the development of this organization to other PLA alumni in Samarinda and Manado.

NDI also recommended two PLA graduates, Agus Tantomo of PDI-P from East Kalimantan and Husnan Bey Fananie of *Partai Persatuan Pembangunan* (PPP)'s national board, to participate in the conference 'Enhancing the Role of Political Parties' organized by International IDEA and the Netherlands Institute for Multiparty Democracy, to be held in The Hague in April.

B. Parties in the Legislature

1. The Women's Caucus

On February 23 and 24, NDI held a strategic planning workshop for 15 leaders of the Women's Political Caucus, a multi-partisan organization that seeks to promote women's participation and representation in politics. Lesley Abdela, a UK-based expert on women's political participation who has worked with similar networks, facilitated the planning session. Ms. Abdela led discussions on how the Caucus can best set goals and priorities, develop a workplan for the coming year, identify and secure necessary resources, and conduct future activities. The activity used small group work in which participants went through stages of the planning process with discussions on comparative experiences interspersed. The group is currently in the process of preparing an organizational plan as well as short- and mid-term activity proposals based on these outputs from the workshop.

2. Constituency Relations

On March 9, NDI conducted the second phase of the constituency relations program with the PDKB fraction. Building on our first-round activity with the fraction in June 2000, the workshop addressed improving communications through the mass media and reviewed the party's constituency relations strategy and "lessons learned" since the last workshop. NDI Senior Advisor Sherrie Wolff led workshop sessions, with PDKB party leaders serving as panelists and discussion leaders. Four of the party's five DPR members took part, along with 45 party leaders and officers from the national headquarters, provincial officials in Banten and West

Java, and city offices in Jakarta and Tangerang. NDI encouraged party officers to attend the program, as understaffed DPR members rely heavily on their party colleagues in conducting constituency work.

The program included a review of the party's communication strategy, as set forth in PDKB's first round of training in June 2000. In the March 2001 activity, PDKB participants readily identified their parties' message and issues that would support their message, an improvement when compared to the earlier workshop. Participants then broke into small groups, in which they identified legislative action that supports their party's message and ways that they could communicate these actions to the public. DPR members reviewed past constituent relations activities that had been successful, such as a series of community forums that the party sponsored in Irian Jaya on natural resource management and economic development.

During the second half of the workshop participants drafted 30-second speeches in which they were asked to answer the question "Why do you support PDKB?" After a review of techniques for successful delivery of such a political speech on television, six participants delivered their presentations to the full audience, with their colleagues and NDI staff offering suggestions for improvement. This exercise offered party members a chance to develop their communication skills, including how to focus their communication initiatives on the specific issues that support the party's broad message.

3. Effective Commissions

NDI has continued discussing follow-up programs to its October 2000 seminar on improving committee effectiveness with Benyamin Balukh, chair of DPR Commission VII. The chairman, who attended the October workshop, was eager for NDI to organize follow-up activities with his commission members. Among other proposals, Benyamin suggested NDI assist Commission VII's three sub-commissions (health, labor and women's issues) in setting priorities, developing a workplan, identifying activities to increase members' expertise and encouraging public participation in sub-commission work.

Buoyed by NDI's October activity, in March 2001 Commission VII sponsored a three-day workshop on migrant workers' issues, involving NGO and union representatives, government agencies and academic experts. NDI assisted the commission in developing a list of different groups and organizations with interest in migrant issues, which formed the basis of the commission's invitation list for the event.

4. Code of Ethics and Rules of Procedure

At the request of Zain Badjeber, chair of the DPR's Legislation Council, NDI prepared comments on the latest draft of the Code of Ethics and the Rules of Procedure. After reviewing NDI's changes, Chairman Badjeber suggested the Institute share these memos with the two special committees (*pansus*) working on drafts, as well as with the DPR leadership. Both *pansus* are now preparing a 'DIM', a document they will use to compare proposed revisions against earlier versions of the two codes, and Chairman Badjeber considered the NDI memos to be useful inputs to this process. The two memos are the latest in comparative materials and information that we have provided to the DPR over the past year regarding the Code of Ethics and Rules of Procedure.

5. Legislative-Executive Relations

In an effort to increase their understanding of legislative-executive relations in other countries, DPR leaders requested that NDI draft a memo on this subject to inform the parliament's consideration of a new bill on the presidency. This request was made by the DPR's Legislation Council chair and leaders of all major fractions, including Gus Dur's own PKB, indicating a genuine interest in comparative information and experiences on the part of all party groups in the parliament. This seems to indicate that the DPR is seeking to approach the developing political crisis in a thoughtful manner consistent with the practices of developed democracies.

Therefore, NDI issued a memo on comparative legal and constitutional provisions relating to legislative-executive relations, including references to the Indonesian constitution and the constitutions of six other presidential systems (Argentina, Brazil, Chile, Mexico, Philippines and United States). The Institute distributed this memo to DPR leaders, civil society groups and others involved in the constitutional reform debate

C. Supporting Civil Society

1. Kelola NGO Management and Sustainability Workshop

NDI's work with Kelola, a North Sulawesi-based NGO that advocates for the rights of coastal communities, began last year. As part of this program of assistance, NDI and Kelola organized a workshop on NGO Management and Sustainability from February 1 to 3, 2001. NDI's Senior Program Officer for Civil Society Programs, Ken Morley, Program Officer for Civil Society Programs, Nori Andriyani and Office Manager, Alison Majors traveled to Manado in North Sulawesi to lead the activity. The two-day workshop focused on such issues as organizational governance, management, fundraising, financial accountability, human resources, leadership and decision-making. The participants expressed particular interest in creating a governance and organizational structure to ensure Kelola's accountability to its constituents.

2. Memorandum of Understanding with Bina Swadaya

NDI finalized its formal relationship with Bina Swadaya, an Indonesian community development organization with offices nationwide, by signing a Memorandum of Understanding (MOU) and establishing a subgrant arrangement. The MOU stated that Bina Swadaya will work jointly with NDI to implement the Executive Level Advocacy Program and the Regional Advocacy and Community Organizing Project. As noted above, NDI and Bina Swadaya have worked together at the national level to conduct executive-level training on advocacy.

3. Executive Level Advocacy Workshop

From February 7 to 10, NDI co-sponsored the Executive Level Advocacy Workshop with its partner, Bina Swadaya. The conference attracted 40 participants who were either executive directors, deputy directors or senior program officers in their organizations. The participants represented a geographically and ethnically diverse set of NGO representatives from 24 organizations located in 14 different provinces. Women represented close to 40 percent of the participants. The CSO participants were drawn from the following key sectors: human rights, development, women, labor and good governance (e.g., groups engaged in anti-corruption work or parliamentary monitoring).

The conference was organized into 12 thematic workshops, which focused on key advocacy concepts and techniques such as: research and policy analysis; advocacy and new information technology, strategic plans for advocacy campaigns; organizational competencies for advocacy; lobbying at the DPR, and *People's Provincial Representative Assembly* (DPRD) levels; coalition building and networking; constituency building; utilizing the media; and monitoring and evaluating advocacy initiatives.

NDI invited two pro-bono international experts to lead the workshop. Evelyn Serrano is a long-time human rights activist from the Philippines who currently directs Forum Asia, a Bangkok-based human rights group. Sima Osdoby is an American organizational behavior expert with extensive political experience in US political and advocacy campaigns, and experience training civil society groups in Eastern Europe. Indonesian panelists, included one DPR member, Paul Baut from PDI-P, other civil society leaders with national and regional lobbying experience, and NDI's Keith Jennings and Sherrie Wolff also led workshop sessions.

4. Baseline Assessments in East Kalimantan and Riau

NDI assessed existing civil society advocacy efforts in East Kalimantan in February and Riau in March, along with its partner in national advocacy training, Bina Swadaya. These assessments sought to catalog activities of CSOs in those provinces in order to improve understanding of local conditions, context, issues and events in preparation for the joint NDI- Bina

Swadaya advocacy training-of-trainers workshops (TOT) that will occur during the month of April. In addition, the assessment also evaluated provincial CSO advocacy, community organizing and training capacities that will allow the organizers to tailor the program to fit local capacities and needs. Thus, NDI will have the knowledge and resources available to tailor the TOT program to fit the needs of groups in the different provinces. NDI staff members Ken Morley and Nori Adriyani led the assessments.

5. Advocacy Campaign on Draft Foundations Law

The last meeting of the Coalition to Reform the Draft Law on Foundations (*Yayasan*s) was held at the CSSP office on March 2, 2001. Approximately 20 organizations attended the meeting. The coalition's advocacy work, which NDI has been assisting, has slowed due to the postponement on discussion of the bill due to the appointment of the new Minister for Laws and Human Rights, Baharuddin Lopa.

Therefore, coalition representatives used this meeting to re-examine their advocacy effort to date. Several representatives expressed concern about the status and effectiveness of the advocacy campaign and its strategy. Among other suggestions, members agreed that instead of trying to influence the public through radio and television broadcasting, it was time to turn the strategy into direct advocacy targeted at influencing the Special Committee members who will eventually vote on the draft law. The group concluded that it should undertake an intensive lobbying effort directed at the members of the Special Committee who are likely to sympathize with the coalition.

6. Development of University of Indonesia (UI) Certificate in NGO Management

On March 21, NDI and UI established and signed a formal working agreement that will guide the two institutes' joint certificate program in NGO management. The Institute and UI plan to hold the inaugural session of this program, the first of its kind in Indonesia, during the month of April. NDI also met for the first time with Dr. Evi Fitriani, Associate Dean for External Affairs of the Faculty of Social and Political Science, to elaborate details of the program.

7. Training of Trainers on Advocacy and Citizen Participation in East Kalimantan

NDI and its partner, Bina Swadaya, are currently in the final stages of preparation for the first TOT on Advocacy and Citizen Participation in East Kalimantan from March 27 to April 1, 2001. Currently, 24 participants from 14 CSOs in East Kalimantan will attend the program. The two organizations are in the process of developing a training manual, training workbook, and advocacy handbook for the TOT programs. The goal of this activity will be to develop advocacy skills among a core group of organizers, who are already working on specific advocacy campaigns in each province. This activity will not only assist individual Indonesian organizations in their current campaigns, but will also lay the foundation for a network of advocacy trainers to support regional work in the coming years.

IV. RESULTS/ACCOMPLISHMENTS

A. *Strengthening Political Parties*

1. Regional Training Program in East Kalimantan

- Political parties acquired a greater breadth of skills in message development, campaign planning as well as leadership and membership management.

2. Political Leadership Academy

- Since the Academy was conducted last November, there has been increased communication among PLA alumni across party and regional borders. Active alumni are preparing to form a body called the Indonesian Young Politician Movement, open to participants from all regions, to promote cross party communication.
- Based on NDI's conversations with PLA alumni and party leaders, it is clear that their participation in the last PLA has elevated the status of academy alumni within their parties. PLA alumni also acted as their parties representatives at the Samarinda Regional Training Program conducted last week.

B. *Parties in the Legislature*

1. The Women's Caucus

- During the strategic planning workshop, the Women's Caucus generated a set of written outputs, including a concrete organizational mission and program objectives, a list of opportunities and challenges facing the organization, and targets for involvement in program activities, among others. These outputs will form the basis of the Caucus' Workplan for 2001, which it is now being refined.
- The Caucus actively participated in a coalition that advocated for women's representation on the new election commission, the KPU. This coalition succeeded in having two women named to the 11-member commission. (For the 1999 elections, only one of 53 election commissioners was a woman.)

2. Constituency Relations

- PDKB members identified concrete policy issues and examples of past legislative work, such as sponsorship of specific legislation, which support their party's messages to constituents. The party has adopted "We Care" as its primary message and is emphasizing, among other issues, environmental protection to support this message in its constituent work. It is highlighting its active work on the Bill on Environment and Natural Resource Management as an example of legislative work on this issue.

3. Effective Commissions

- Commission VII organized a public seminar on migrant workers' issues, in which 200 participants took part. On the final day, participants divided into three groups and made specific recommendations to be included in a new bill on migrant workers' issues. This activity represented an important breakthrough in public outreach by an Indonesian legislative commission.
- During the December 2000 recess, Commission VII members held public forums throughout the country, the findings of which were used to develop commission priorities and a workplan for the remainder of the parliamentary session. In its opening meeting of the 2001 session, the commission agenda evaluated its work during the last session, reported on the work of each sub-commission, reviewed findings from the working committees' provincial visits during recess, and studied the draft agenda of commission work for the 2001 session. Based on this planning meeting, the commission prioritized bills for consideration and other commission activities for this year.
- The chair and vice-chairs of Commission VII have demonstrated effective leadership of their commission, particularly through ensuring that commission work stays focused on the priorities that members have set out. Members' comments during recent commission show that they have increased their knowledge about the issues that Commission VII addresses (labor, transmigration, women's empowerment, and health) and are taking greater interest in their commission work, as increased attendance rates and participation in commission meetings indicate. These new practices reflect many of the recommendations generated in an October 2000 seminar on effective commission work that NDI sponsored.

4. Code of Ethics and Rules of Procedure

- NDI has been working with the DPR on formulating a Code of Ethics and Rules of Procedure since February 2000. On three occasions, NDI has commented on drafts of both documents. In each case, the DPR adopted a majority of NDI's recommendations. In December, the documents went to a special committee (*pansus*). NDI's most recent comments served to better inform the two *pansus* working on drafts and the DPR leadership on points of continued concern. Zain Badjeber, chair of the DPR's Legislation Council, suggested that the Institute may be called on to provide the *pansus* with testimony on parliamentary ethics in other countries during the next parliamentary session.

5. Legislative-Executive Relations

- NDI-supplied comparative data aided the DPR in approaching the developing political crisis in a manner consistent with the practices of developed democracies.

C. *Supporting Civil Society*

1. Kelola NGO Management and Sustainability Workshop

- Workshop participants honed their skills in organizational governance, management, fundraising, financial accountability, human resources and decision-making.

2. Baseline Assessments in East Kalimantan and Riau

- NDI improved its understanding of local conditions, context, and current issues in Riau and East Kalimantan;
- Through evaluating CSO advocacy, community organizing and training capacities in Riau and East Kalimantan, NDI and Bina Swadaya can now better tailor advocacy training of trainers workshops to fit the local capacities, concerns and needs.

3. Advocacy Campaign on Draft Foundations Law

- As a result of the NDI-supported meetings by the *Coalition to Reform the Draft Law on Foundations* on the Foundations Law, the Campaign decided to change its strategy from attempting to influence the public through the media. Instead, the Campaign will mount an intensive lobbying effort targeted at influencing the Special Committee members sympathetic to the coalition's position.

4. Development of University of Indonesia (UI) Certificate in NGO Management

- Through NDI's meetings with Dr. Evi Fitriani, the Institute was able to persuade her as to the merits and the benefits of holding this program at the University of Indonesia. This led directly to the signing of an MOU between NDI and UI.

V. EVALUATION/CONCLUSIONS

Objective 1: *To assist political and civil society leaders to encourage informed public debate and advocacy on issues critical to the success of the democratic transition.*

- After attending NDI workshops and consultations, DPR Commission VII has opened its hearings to civil society groups and the public;
- With support from NDI, the *Coalition to Reform the Draft Law on Foundations* successfully concluded the portion of its campaign that used the media to inform the public about the weaknesses in the draft law on foundations and attempt to garner support for their action opposing the bill. It has now decided to change its strategy towards a more lobby-based approach targeting legislators.

Objective 2: To support the constructive involvement of civil society in the ongoing transition process and strengthen the ability of civil society groups to work effectively within the new political environment.

- Through NDI workshops, Kelola has gained both knowledge and hands-on skills to improve organizational governance, management, fundraising, financial accountability, human resources, and decision-making.
- NDI cemented its relationship with Bina Swadaya through the establishment of an MOU for joint planning of an Executive Level Advocacy and provincial Advocacy Training of Trainers workshops.
- Through NDI's Executive Level Advocacy Workshop, NGO leaders acquired new advocacy skills in strategic planning for an advocacy campaign, lobbying at the DPR and DPRD levels, coalition building, networking, constituency building, utilizing the media as well as monitoring and evaluating advocacy initiatives.
- Through NDI's Executive Level Advocacy Workshop, NGO leaders now know about and understand the new information technologies available for organizing advocacy campaigns.
- NDI and Bina Swadaya now have a greater understanding of contexts and issues facing NGOs in Riau and East Kalimantan: this will aid the Organizations in tailoring their Advocacy Training of Trainers workshop to better suit the needs of NGOs in those provinces.
- Through NDI supported meetings, the *Coalition to Reform the Draft Law on Foundations* decided to change its strategy from a media based one to one where the Coalition would lobby sympathetic members of the Special Committee of the DPR.
- Through organizing an NGO Management program with the reputable University of Indonesia, NDI is aiding Indonesian NGO leaders as they work to tackle issues of organizational, structural, human resources, and financial management as well as teaching government relations and conflict resolution skills.

Objective 3: To strengthen the ability of political parties to actively and effectively participate in a democratic, multiparty political environment.

- Through the second phase of the Constituency Relations Workshop, PDKB acquired new skills in using the media to improve relations between the party and its constituency.

- Through the Regional Training Program, NDI worked with PAN, PKB and Golkar to address specific areas where they lacked certain skills. Therefore, Golkar and PAN program topics included democratic institutions, improving party image and message development skills. All three parties had program courses on campaign planning and fundraising, while PAN had its own section on member management. Through conducting a program specifically tailored to the needs and goals of individual parties, NDI helped the parties to strengthen areas of weakness and thus more effectively participate in the new environment.

Objective 4: *To increase the ability of political parties and individual DPR members to play a meaningful role in public debate, policy development, allocation of public resources and government oversight and to conduct legislative affairs in an ethical, responsive and transparent manner.*

- In adopting many of the NDI-recommended practices from the October 2000 program on *Increasing Committee Effectiveness*, members of Commission VII are encouraged to develop expertise and actively participate in Commission hearings.
- Through NDI consultations and workshops, the Women's Caucus developed a strategic goals and a workplan for 2001 and learned where it can obtain necessary resources.
- In preparing its Code of Ethics and Rules of Procedure, the DPR sought NDI's input on three different occasions. After reviewing the most recent drafts, NDI saw the Code of Ethics and the Rules of Procedure as stronger documents. These will promote transparency and accountability among DPR members.

VI. FUTURE ACTIVITIES

1. Political Parties

- In April 2001, NDI will hold a Regional Training Program for political parties at the provincial level in West Java. The two-day workshops for each party will be conducted in an active learning environment, with small group work, role-play and facilitated discussions comprising the bulk of the agenda.
- NDI will hold its second Political Leadership Academy for young political party leaders in May 2001. The two-week program will include discussion workshops and hands-on training on such topics as: strategic planning, message development, constituency relations, communication via electronic media and conflict resolution. The PLA alumni network is currently recruiting members from their own parties for this next academy.

2. Parties In The Legislature

- NDI will hold the second phase of its Constituency Relations training programs for PKB, PAN, and Golkar during the months of May and June 2001. This program will focus on media relations and look at lessons learned since the first phase workshop, which took place in November 2000.
- In April and May, NDI will provide advice and technical assistance to the Women's Caucus as they revise their proposal to obtain UNDP funding.

3. Civil Society

- In April, NDI will hold an advocacy Training-of-Trainers Workshop in conjunction with its partner, Bina Swadaya, in Samarinda, East Kalimantan. Currently, 24 participants from 14 CSOs in East Kalimantan are scheduled to attend. For this program, NDI and Bina Swadaya have developed a training manual and workbook.
- In May, NDI and Bina Swadaya will hold an advocacy Training-of-Trainers Workshop in the province of Riau. For this program, NDI and Bina Swadaya have developed a training manual, a workbook and an advocacy handbook.
- In June, NDI will hold a *Certificate in NGO Management* program through the University of Indonesia. The program will serve to provide organizational capacity training to NGO managers, officials and activists through a series of seminars, debates, guest lectures, and small group projects. In developing this certificate program, NDI seeks to promote effective management, accountability, transparent decision-making processes, and fiscal responsibility among NGOs run by participants.